



## **TAMKEEN**

**West Bank and Gaza Civil Society and  
Democracy Strengthening Project**

# **ASSESSMENT OF THE TAMKEEN IMPACT ON THE DISABILITY SECTOR: DEMOCRACY IN ACTION**

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## ACRONYMS

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|       |   |
|-------|---|
| CBR   | Community-based rehabilitation                          |
| CP    | Cerebral palsy  |
| CSO   | Civil society organization                              |
| CSS   | Civil society specialist                                |
| D&G   | Democracy and governance                                |
| GO    | Government organization                                 |
| IDA   | Iron deficiency anemia                                  |
| IR    | Intermediate result                                     |
| MCH   | Mother child health                                     |
| MOE   | Ministry of Education                                   |
| MOH   | Ministry of Health                                      |
| MOSA  | Ministry of Social Affairs                              |
| NCCR  | National Center for Community Rehabilitation            |
| NGO   | Non-governmental organization                           |
| PA    | Palestinian Authority                                   |
| PICCR | Palestinian Independent Commission for Citizens' Rights |
| PLC   | Palestinian Legislative Council                         |
| PMP   | Performance monitoring plan                             |
| SD    | Service delivery  |
| SO    | Strategic objective                                     |
| TA    | Technical assistance                                    |
| UNRWA | United Nations Relief and Works Agency                  |
| USAID | United States Agency for International Development      |

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## Executive Summary

The Civil Society and Democracy Strengthening project (Tamkeen) is a five-year, USAID-funded project dedicated to increasing the participation of Palestinian civil society organizations in public discourse. Tamkeen awards grants and provides technical assistance to Palestinian non-governmental (NGOs) organizations that advocate on behalf of the community and promote public discourse in areas such as civic education and youth leadership, advocacy for the disabled, human rights, rule of law, and transparency in government. As the political situation in Palestine worsened and humanitarian needs rose, Tamkeen also awarded grants to organizations that integrated democracy and governance (D&G) with service delivery (SD).

The project is built on USAID's Strategic Objective (SO) 3 calling for "more responsive and accountable governance." Under this SO, Intermediate Result 3.1 (IR 3.1) speaks to "increased participation of CSOs [civil society organizations] in public discourse"; the three sub-IRs call for increasing the capacity of CSOs to participate in public discourse (3.1.1); and helping them to effectively aggregate and articulate citizen issues (3.1.2) and effectively disseminate information to citizens on public issues (3.1.3).

Tamkeen engaged an outside evaluator to assess the impact of its grants on the disability sector in Palestine. To do this, the evaluator first assessed the three sub-IRs and followed up with document reviews, face-to-face interviews with grantees and their beneficiaries, and observations of programs. A protocol was created for use in the face-to-face interviews. Where grantees had more than one grant, the interview covered all grants. A number of organizations that had not received Tamkeen funding were also interviewed to see whether Tamkeen has had an impact on the disability sector as a whole, and the Tamkeen management and staff was consulted extensively.

The operations of sub-IR 3.1.1 were defined as networking, collaboration and coordination with other organizations, encouraging the participation of beneficiaries in decision-making, demanding rights, and insisting on equality. Those of sub IR 3.1.2 were defined as education about the rights of marginalized groups; promoting the advancement of the disabled and supporting societal recognition of their independent identity; supporting the advancement of women and of societal recognition of their independent identity; raising awareness about civil issues (rights, decision-making); and mobilizing community resources (including volunteerism). The operations of sub IR 3.1.3 were defined as promoting scientific research to provide people with accurate and sound information; and disseminating information to educate and influence public opinion. The highlights of findings from the evaluation study were that:

- All the grantees agreed that Tamkeen's philosophy of integrating democracy and governance and service delivery is an effective way to communicate the concepts of democracy.
- All grantees agreed that collaboration and coordination with other NGOs was essential to their work. Over half indicated that this collaboration contributed to their success.

- Grantees felt that they needed to coordinate and collaborate with government organizations (GOs) to obtain services and necessary devices for their beneficiaries.
- All grantees disseminate information about their programs to educate and widen their reach to their communities.
- Grantees believed that they were raising the awareness of their communities about the rights of the disabled. Over half the grantees mentioned that their programs were raising awareness about the role of women in society.
- Tamkeen grants encourage grantee organizations to incorporate democracy and governance concepts into all their programs, not just the ones funded by Tamkeen.
- Tamkeen funding has contributed to some policy changes. Grantees were advocating and lobbying on behalf of their beneficiaries. Two grantees worked on the bylaws for implementation of the 1999 Disability Law.
- Grantees mobilized resources in their communities to accomplish their goals, including heavy use of volunteers.
- Grant applications were received by Tamkeen from NGOs based in all regions of Gaza, but not of the West Bank.
- More grant applications were received by Tamkeen from NGOs working with communication disorders and deafness than from those working with the physically disabled or the visually impaired, even though the highest incidence of disabilities in the community are physical, followed by visual.
- Expectations of financial sustainability are unrealistic considering the political and economic situation in Palestine. Only a very few grantees were able to charge fees for their services, but the charges were not adequate to sustain them without Tamkeen funding.

Based on the findings of this evaluation, several recommendations were presented for consideration in planning for the future of Tamkeen. Perhaps the most important is that the program be expanded; Tamkeen has met the needs of the disabled in Palestine while promoting democracy and governance.

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# Impact Assessment of the Tamkeen Disability Sector: Democracy in Action

## I. History

Initially, it was religious and charitable motivations that led some Islamic and Christian organizations to bring attention to the situation of the disabled in Palestine. Since 1887, organizations have cared for the disabled by creating shelters and special schools in a number of locations, including Bethlehem and Jerusalem. The philosophy of providing care in special residential settings led to the isolation of the disabled from their families and from the community at large. The result was a negative attitude toward the disabled that reinforced an attitude that they are different and only fit to live separately. Furthermore, the education the disabled received in these specialized settings did not compare well with that received by their peers, which limited their employment opportunities.

This situation persisted until the late 1960s and early 1970s when a large number of organizations were created to work on rehabilitation of the disabled. These organizations began to offer physiotherapy and some traditional vocational training. This contributed in a small way to improved conditions for the disabled, but these organizations did not do much to help integrate them into the community. These organizations were following a medical model in rehabilitation based on the philosophy that there is something “wrong” with the disabled that needs to be fixed.

The real change came after 1987 with the first Intifada.<sup>1</sup> Whereas most rehabilitation organizations had been in Jerusalem and Bethlehem, the numbers increased in the North and South of Palestine. The organizations also began to exhibit more progressive philosophies, such as community-based rehabilitation (CBR). The injured from the Intifada contributed to the shift; the community began to consider them as heroes fighting the Israeli occupation, rather than “cripples” needing charity.

The CBR model is based on the philosophy of rehabilitating the disabled in their own communities, rather than specialized settings. The movement was given considerable impetus by The World Health Organization’s publication of the first manual for CBR in 1989. In 1990, Diakonia, a Swedish charitable organization, formed a national committee in Gaza to implement the CBR model. The creation of the General Union of Palestinian Disabled in 1991 was another major development. In 1992, a central committee for rehabilitation was formed in the West Bank with the goal of implementing the CBR model there as well.

The effect of this new trend was to push the community to rethink attitudes toward the disabled. After the Palestinian Authority (PA) came to power, the Ministry of Social Affairs established a department for those with special needs. The Disability Law, ratified in 1994, made it the responsibility of government organizations (GOs) to rehabilitate the disabled and ensure their rights. Today, GOs provide 20 percent of all services required to rehabilitate the

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<sup>1</sup> *Intifada*, an Arabic word, means the “awakening.” It was applied when the Palestinian people revolted against the Israeli occupation, first in 1987 and again in 2000. Both intifadas resulted in large numbers of casualties.

disabled in Palestine and NGOs provide 80 percent.<sup>2</sup> Clearly, the role of the NGOs is still crucial.

## 1.1 The Present

According to the 2000 Palestine Central Bureau of Statistics (Bureau), there are 46,063 disabled individuals in the West Bank and the Gaza Strip. This translates into 1.8 percent of the population (1.9 percent in the West Bank and 1.6 percent in the Gaza Strip). The Bureau reported that the highest incidence of disability was among the inhabitants of refugee camps, 1.9 percent compared with 1.6 percent in the cities. More males were disabled than females. Physical (motor) disability was the most common form of disability among the Palestinians (30.2 percent of all disabilities), followed by visual (14.6 percent) and mental disabilities (14.46 percent).<sup>3</sup>

The Hebron Governorate has the highest number of disabled individuals in the West Bank, 22.20 percent, followed by 12.39 percent in the Jenin Governorate. In the Gaza Strip, the Gaza Governorate has 38.46 percent of the disabled, followed by 18.73 percent in Khan Younis, and 18 percent in the North Gaza Governorate (see Figure 1).

**Figure 1. Distribution of Disability by Region**

| <b>West Bank Governorates</b> | <b>Number of Disabled</b> | <b>Percentage</b> |
|-------------------------------|---------------------------|-------------------|
| Jenin                         | 3,697                     | 12.39 %           |
| Tubas                         | 742                       | 2.49              |
| Tulkarm                       | 2,993                     | 10.03             |
| Nablus                        | 4,575                     | 15.33             |
| Qalqilia                      | 1,617                     | 5.42              |
| Salfit                        | 935                       | 3.13              |
| Ramallah                      | 3,558                     | 11.92             |
| Jericho                       | 520                       | 1.74              |
| Jerusalem                     | 1,920                     | 6.43              |
| Bethlehem                     | 2,666                     | 8.93              |
| Hebron                        | 6,626                     | 22.20             |
| <b>Total West Bank</b>        | <b>29,849</b>             | <b>100%</b>       |

| <b>Gaza Strip Governorates</b> | <b>Number of Disabled</b> | <b>Percentage</b> |
|--------------------------------|---------------------------|-------------------|
| North Gaza                     | 2,932                     | 18.00%            |
| Gaza                           | 6,236                     | 38.46             |
| Deir Balah                     | 2,173                     | 13.40             |
| Khan Younis                    | 3,037                     | 18.73             |
| Rafah                          | 1,836                     | 11.32             |
| <b>Total Gaza Strip</b>        | <b>16,215</b>             | <b>100%</b>       |

<sup>2</sup> Palestinian Independent Commission for Citizens' Rights (PICCR), "The Rights of Individuals with Special Needs in the Present Palestinian Legislature," a report (August 2001), pp. 4-5.

<sup>3</sup> PICCR, "Community Preparedness to Rehabilitate the Intifada Disabled" [Tamkeen translation], special report (February 2001), pp. 5-6.

## 1.2 Causes of Disability

The most prominent cause of disability is genetic. Almost 37 percent of the disabilities are caused by marriages between people who are closely related; this is not only culturally accepted but preferred. The next most prevalent group consists of disabilities related to illness (34.1 percent), such as childhood fevers, untreated ear infections, and lack of prenatal and postnatal care. Another 10.3 percent of all disabilities are injury-related. (Because the Bureau statistics were produced in July 2000, they do not include those injured in the September 2000 Intifada.<sup>4</sup>)

## 2. Government Organizations

In the Gaza Strip, eight GOs work in the field of rehabilitation for the disabled, six in Gaza City and one each in Khan Younis and Deir Balah. This disparity between the governorates of Gaza has made it difficult for many disabled to get to agencies when they need to. In the West Bank, there are five GOs, all in the big cities. The Ministry of Social Affairs oversees all these agencies and itself provides some services, such as health insurance and medical aids, through a department for individuals with special needs.

### 2.1 Non-governmental Organizations

There are 108 NGOs active in the disability sector in the Gaza Strip and the West Bank, 41 of them in the Gaza Strip. The Palestinian Independent Commission for Citizens' Rights (PICCR) claims that these organizations are still generally traditional in their approach and philosophy in that they do not pay attention to the environment of the disabled and do not make an effort to make the community accept the disabled.<sup>5</sup> The organizations seem to encourage continued dependency rather than encouraging the disabled to lead a more independent life.<sup>6</sup>

These organizations provide three basic types of services: rehabilitation, treatment, and education. Typical services are physical therapy, sign language training for children, medical aids, and activities for slow learners. Some NGOs provide vocational training in carpentry, sewing, and embroidery and others provide social and psychological services.<sup>7</sup> The PICCR report also describes some major barriers faced by both NGOs and GOs in providing services to the disabled:

- Lack of equipment, especially for those who are hearing and visually impaired
- Severe lack of trained professionals on all levels
- Space limitations, especially lack of recreational facilities
- Inability to provide employment for the disabled
- Bureaucratic processes and high fees
- Lack of programs or well-developed plans for the various centers and lack of information for families about disability
- Inability of organizations to follow up with beneficiaries
- Lack of buildings and other public facilities that are accessible<sup>8</sup>

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<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

<sup>6</sup> Ibid.

<sup>7</sup> Ibid., p. 7.

<sup>8</sup> Cf. *ibid.*, p. 8, for a more detailed list.



- Lack of organizations for serving the severely disabled, who create a heavy burden on their families.

The political situation that causes repeated closures of these agencies as well as increasing the number of the disabled as a result of the use of force by the Israeli Army has stressed both government and NGO organizations. The GOs have not been able to implement a number of their programs, while many of the NGOs have reduced or terminated their services. The PICCR reports, moreover, that 50 percent of the disabled live in poverty and 70 percent are unemployed.<sup>9</sup>

As a result, the situation is that the number of the disabled has increased over the last few years while services have not kept up with the need and the social standing of the disabled remains dismal. The disabled need a large number of services, some such as education and health services not necessarily unique to them. Meanwhile, the foundation issue is how to integrate the disabled fully into society.

### 3. The Tamkeen Evaluation

The evaluation project at hand aims to assess the impact of a number of grants given through a USAID-funded program called Tamkeen. Tamkeen is a project to strengthen civil society and democracy that was awarded to Chemonics in August 2000. With the heightened demand for humanitarian assistance resulting from the Al-Aqsa Intifada that started in September 2000, Tamkeen provided an avenue to award grants that integrated the concepts of service delivery (SD) and democracy and governance (D&G). When it issued its first call for proposals, Tamkeen advertised widely for potential grantees to submit applications for grants, rather than targeting specific potential applicants. It looked for organizations that were both capable of implementing grants and were willing to go through the process of application.

Grants were awarded in several sectors, such as health, including disabilities, water and the environment, and education. This project aims to assess whether the integration of democracy and governance with service delivery was successful in organizations serving the disabled in Palestine. We document the impact of these grants in terms of improved policies and conditions for the disabled.

The evaluation is guided by USAID's Strategic Objective 3, which states a commitment to encouraging "more responsive and accountable governance." Intermediate Result (IR) 3.1 to SO3 calls for "increased participation of Civil Society Organizations (CSOs) in public discourse." The three sub-IRs to IR 3.1 are:

- 3.1.1, promoting increased capacity of CSOs to participate in public discourse
- 3.1.2, encouraging CSOs to effectively aggregate and articulate citizen issues
- 3.1.3, calling for CSOs to effectively disseminate information to citizens on public issues

This report is based on the premise that to assess a program like Tamkeen that deals with democracy and governance within the service delivery arena, it is important to define these democracy and governance concepts in practical ways and fit them under the USAID objectives. Figure 2 is an attempt to do that, and to provide a conceptual framework within which to place the findings.

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<sup>9</sup> Ibid.

**Figure 2. Strategic Objective Intermediate Results Defined**

| <b>3.1 Increased Participation of CSOs in Public Discourse</b>   |   |   |
|--|---|---|
| <b>Sub-IR 3.1.1<br/>Increased capacity of CSOs to participate in public discourse</b>  | <b>Sub-IR 3.1.2<br/>CSOs effectively aggregate and articulate citizen issues</b>                            | <b>Sub-IR 3.1.3<br/>CSOs effectively disseminate information to citizens on public issues</b> |
| Networking   | Education about the rights of marginalized groups   | Promoting scientific research so that the information people get is accurate and sound        |
| Collaboration and coordination with other organizations  | Promoting the advancement of the disabled and supporting societal recognition of their independent identity | Disseminating information to educate and influence public opinion                             |
| Encouraging the participation of beneficiaries in the process, such as decision making, demanding rights, and insisting on equality. | Promoting the advancement of women and supporting societal recognition of their independent identity        |   |
|  | Raising awareness about civil issues (rights, decision-making)  |   |
|  | Mobilizing community resources (including volunteerism)   |   |

### 3.1 Methodology

The present study used an evaluation model that depends heavily on gathering data from a variety of sources. We used the following methods:

- *Review of documents.* For information about Tamkeen grantees, we relied on executive summaries prepared for each grantee by Tamkeen staff. We also gathered some documents from the field. Two of these were highly pertinent to the background section of this report, namely: The Community Preparedness for Rehabilitating the Intifada Disabled, one of a series of special reports published by PICCR in February 2001, and the Rights of Individuals with Special Needs in the Present Legislature in Palestine, one of a series of legal reports also published by PICCR in 2001.<sup>10</sup>
- *Face-to-face interviews.* Much of the data was gathered via personal interviews with representatives of both grantee and non-grantee organizations (see Annex A for a list of those interviewed). We drew up an interview protocol as a guide to the interviews with grantees (see Annex B for the text of the protocol). In addition, we interviewed Tamkeen management and staff to gain a deeper understanding of the issues and to clarify some items before inclusion in the report.
- *Observations.* While interviewing representatives of service providers, we were able to observe activities, some of which were directly related to Tamkeen and some were not. Service providers were very proud of their work and wanted to show us their accomplishments. This gave us opportunities to speak directly to beneficiaries.

<sup>10</sup> The titles were translated from the Arabic, the first of which reads Al-jahiziyya Al-mujtama'iyya Lita'heel Ma'ouki Al-intifada; the second is: Houkook Thawi Al-ihitayat Al-khassa Fi Al-tashre'at Al-sariya Fi Falastine.

The researcher applied content analysis to the interviews. Because this is a qualitative study that did not use a formal questionnaire with standardized response categories, it is not possible to report responses in percentages and or to assume the findings can be generalized.

### 3.2 Findings

The original intent of the interviews was to survey the respondents, but grantees wanted to tell their stories and so the protocol was used only to guide the interviews. The major topics covered in the interviews relate to the research questions about:

- Democracy and governance
- Collaboration and cooperation with other NGOs and with GOs; Respondents were asked to rate how well collaboration helped them succeed in their own work.
- Development by the programs of materials for dissemination
- *Outcomes*: the challenges and rewards of having the Tamkeen grant, the success of the grant, the dependence on Tamkeen funding, and sustainability. Data were also gathered about changes the grantees themselves have experienced and changes they have seen in their beneficiaries.
- Policy, NGO efforts to bring about policy changes through advocacy and lobbying, and the influence of Tamkeen on other aspects of the NGO's work.

Except for the grantees in Jenin and Southern Gaza, we interviewed all of those providing services to the disabled, two providing health services, and one providing vocational training. South Gaza and Jenin were impossible to reach at the time due to road closures and deteriorating political conditions. We did collect data about the South Gaza grantee through an independent evaluator. Two of the grantees we interviewed twice either because they had more than one grant or because our initial interview with them was interrupted by political events. We interviewed in all 22 individuals from 13 organizations that were either current or previous grantees.

## 4. Democracy and Governance

### 4.1 The Philosophy of the Grantees

We began by finding out whether the grantees themselves were aware of the concern to integrate democracy and governance concepts with service delivery concepts, and how that related to their program implementation. All the grantees understood the intent of the Tamkeen grant and their activities followed the intent.

These service providers all believed that the disabled child or adult has the right to be part of society and to receive services to enhance participation as a full member of society. For all the grantees, providing services to meet the needs of the community is the only way to communicate democracy. More than 60 percent of grantees mentioned the fact that without service delivery their organization cannot reach their community to disseminate ideas about democratization. One said: "How can I talk to a child about democracy when he or she cannot get a hearing aid? Getting the hearing aid is telling these children about democracy." As another grantee said: "When I help children to improve themselves and allow them to communicate their needs to their families or teachers, isn't this democracy?"

The general feeling was that coming to people who have serious needs with information about democracy (basically a top down approach) is not effective; they will not listen. However, if the needs are met, they are being educated about democracy and the democratic process at the same time. Meeting the needs of the disabled also gives a chance to understand their rights. Another grantee said, “You cannot just tell people that they have rights to do such and such; they have to see it through service delivery, which is more effective.” All CSOs, he continued, should have a mandate to integrate democracy and governance concepts into their work.” Another grantee was convinced that adding democracy and governance to the grant made the service they provide more complete.

None of the service providers suggested that their main focus was democracy and governance; in all cases, their chief concern was service delivery, but democracy and governance was incorporated in the service.

Having learned about the general philosophy of the grantees, we asked them for examples of their activities that integrate democracy and governance with service delivery. A few of the many examples they gave are highlighted here. They are organized by the domains specified in Figure 2.

## **4.2 Raising Awareness**

The first major democracy and governance domain is raising awareness. Activities of several grantees aimed directly at raising awareness or resulted in raising awareness. A representative of the Care for Children of Special Needs Society, which was given a grant for a communicative disorder protection campaign, related that his democracy and governance effort stems from a campaign to increase national awareness of the needs of the deaf and to educate teachers about deafness and other communications disorders. He feels that raising awareness about communication and hearing disorders is empowering. Moreover, the organization’s work on early detection of these problems is a service to the community. Disabled or impaired individuals have the same rights as others to be fully incorporated into the life of their community, in this case the school.

Islah Charitable Society received a grant for a mother child health care (MCH) mobile clinic. The society, we were told, hired a civic educator to work with its health team. The educator’s contribution has been to raise the awareness of the Bedouin women they serve about their rights to education and the rights of their infants to good health care and nutrition. She also instructs the women on their right to participate in choices related to marriage, children, and housing. This is like “capacity building” for the Bedouin women. The grantee also encourages the women to send their children to school.

To reach these women the society uses a mobile health clinic staffed with a medical professional staff, a social worker, and the civic educator. They cover a large area of Palestine (Jericho) where there are very few services for the Bedouins. For the renewal grant, they are planning a summer camp for children from Bedouin tribes, refugee camps, villages, and Jericho City which will not only be for recreation, but also to impress upon the children that they are all equal despite economic and cultural differences.

Even more powerful was the response to the question about democracy of representatives of Jabalia Rehabilitation Society, which had received a grant to promote the civil rights of the deaf in the Jabalia area of Gaza. The two individuals interviewed said that the rights of the

disabled are the core of their work. They help school children become aware of their rights as citizens; but, more important, they teach them how to communicate those rights. They also work with the families to include the disabled child in family events and discussions. The society has trained the families in sign language and had a workshop for the local police to make them aware of the needs of disabled children should they need any help.

One of the society's major accomplishments was to organize a march to raise community awareness about the rights of disabled children—a first-ever event in Northern Gaza. The students themselves distributed leaflets to people in cars and in shops. The children also created that banners that they used in the march. When the event was repeated in Gaza City, again, the students did the work.

### **4.3 Targeting Marginalized Groups**

The second major domain we identified is targeting marginalized groups, with the disabled being one of those groups and women being another (even more so if they are also disabled). The Center for Development in Primary Health Care, which received a grant for village-based environmental awareness, works with local village committees in Jenin, Nablus, and Tulkarem, which the center considers the most disadvantaged areas. Its representative said that although the focus of the grant is on community health, they involve local women in committees planning and implementing their services. These committees are trained in civic responsibility, the role of women and youth in building civil society, and environmental health. In his opinion, the grant has contributed to improving the role of women. Another grantee commented that before their Tamkeen grant, which targeted disabled women and girls, these beneficiaries did not even know they had rights. These are living examples of democratic action resulting from grants, as opposed to mere talk.

### **4.4 Bringing Citizen Concerns to Leadership**

Another important way to practice democracy is to bring the concerns of citizens to those in leadership. Total Contact Center for Rehabilitation of the Deaf in Ramallah, in collaboration with Panorama, used a Tamkeen grant to organize a summer camp for deaf and hearing children. One of the highlights of the camp was that the children were able to discuss their needs with the Minister of Education. The minister promised to make dramatic changes by activating a Department of Rehabilitation within the ministry. He also promised that teachers will be trained in basic sign language.

With another Tamkeen grant, Panorama organized a meeting for deaf and hearing children to meet with the speaker and members of the Palestinian Legislative Council (PLC) to hand them a petition demanding equal educational opportunities, free access to vocational training centers, inclusion of sign language in the curriculum, increased funding for programs that serve the deaf, adequate health insurance, and protection for disabled children against abuse. The Panorama representatives said it was wonderful to see these young children advocating for themselves. In fact, the hearing children were advocating for their deaf counterparts. These children have learned skills in putting democracy in action that will be with them for the rest of their lives.

#### 4.5 Integration of All Groups into the Community

The majority of the grantees who deal with the disabled want them to become fully integrated into the community, although some realize that full integration may not be realized for a long time. Integration requires both targeting marginalized groups and then bringing their concerns to the forefront. The summer camps organized by the two Tamkeen grantees, Panorama and Total Contact Center, featured activities where deaf and hearing children could work together so that both the hearing children could realize that the deaf children were “normal” children and the deaf children could realize how alike they are to those with normal hearing. The director of the Total Contact Center told me that the camp was so successful that she wants to institutionalize it whether or not she obtains additional Tamkeen grants.

#### 4.6 Mobilization of Resources

Although we discuss this fifth domain in practicing democracy, mobilization of resources, in more detail in the collaboration and coordination section, it is worth noting here that some grantees are creative in mobilizing community resources for the benefit of their groups. One example was cited by a grantee who is Dean of the School of Public Health at Al-Quds University; this allows him to access some university resources for his grant, such as getting free advice from the professors. Moreover, for the training sessions his group conducts, he can provide certificates of accomplishment through the university. This center also hires local trainers and consultants in the regions as another way of empowering the local villages. Again, this is democracy in action.

All these examples suggest Tamkeen grants are fulfilling the requirement of IR 3.1.2 that CSOs should effectively aggregate and articulate citizen issues.

### 5. Collaboration and Coordination

Another area related to democracy is collaboration and coordination. We asked the grantees about efforts they had made to collaborate with both GOs and other NGOs. The discussion about NGOs distinguishes between collaboration with other Tamkeen grantees and with non-Tamkeen grantees.

#### 5.1 With Other NGOs

All grantees collaborated with other NGOs but the nature of the collaboration varied in coverage and in intensity. Programs for the deaf might collaborate with either other Tamkeen grantees or with non-Tamkeen grantees doing similar work. Because of the Intifada and the continued occupation, these NGOs have been doing the job of the government so they feel they must work together. All the grantees said that they could not do their job well without collaborating with others and that collaboration has been successful: two-thirds reported great success and the rest average success. Collaboration and coordination also contributes to more efficient use of community resources and gives the parties the sense that they are one community.

*Tamkeen Grantees Together.* Examples of collaboration between Tamkeen grantees come from Jabalia Rehabilitation Society and the Total Contact Center. Jabalia coordinated with the Afaluna Society for Deaf Children to provide advanced training. Jabalia has a school for the deaf that goes up to the ninth grade. Three young women who graduated from it joined an Atfaluna vocational training program for culinary arts for which Jabalia provided the trainer.

Although they have not yet completed the program, these three women were inspired to start a bakery. Jabalia and Atfaluna helped them get a small grant from World Vision (another NGO but not a Tamkeen grantee) to buy the bakery equipment and support them through the first year, after which they have to continue the work on their own. The three women have been selling cookies in the community and generating income for themselves. It appears from talking with the Jabalia representative, these women would have never had this opportunity not only to get out of their homes and be educated but to go beyond and exercise their independence by starting a small business.

At the store I spoke with the women (and bought some cookies). They seemed highly confident with strong self-esteem. They advertise their products throughout Jabalia and have been successful in making a life for themselves. They have also taken training from Atfaluna in nutrition and hygiene to create a clean and viable operation that was inspected by the Ministry of Health and approved for operation. Without Tamkeen funding, this would not have been possible. One can only imagine the far-reaching positive impact this experience will continue have on the lives of these women, and of their families and communities.

The Total Contact Center for Rehabilitation of the Deaf in Ramallah, with help from Panorama, has with Tamkeen funding twice run its two-week summer camp for deaf and hearing children with the purpose of integrating the activities for both groups and increasing communication between them. The director of the center serves on the advisory board of Panorama. In her opinion, collaboration is necessary “one hundred percent of the time.”

This is not to say that all collaboration has been successful. Although Tamkeen encourages collaboration, it does not force it. One grantee noted that Tamkeen had suggested to them certain organizations with which to collaborate, but that some of these refused to work with the grantee. Tamkeen was unable to affect this outcome.

*Tamkeen Grantees and Others.* Collaborating with other NGOs that did not have Tamkeen grants was very evident from our interviews. Care for Children in Nablus, a Tamkeen grantee, works closely with the Red Crescent Society, which has a private clinic at the Rafeedia Hospital. The society provides certain assessments for the Tamkeen beneficiaries, although the hospital does not have an audiologist on staff, only a technician.

The grantee’s representative is the only trained audiologist in the whole northern region of Palestine where he tries to reach out to people in 20 villages. The people there have very little information about communication disorders and hearing impairment and there is still a social stigma about having a “different” child with one of these disorders. However, through collaborating with other organizations and with the government, parents and teachers have become his partners. He told me “the parents of these children have been empowered to help their kids.” He also collaborates with Doctors Without Borders, who can provide more specialized ENT services. He would like to establish a well-equipped and staffed ENT clinic to respond to all the hearing problems of children in his area.

This grantee is the only one we interviewed that collaborates with a non-Palestinian institution. He works closely with Hadassa Hospital, referred to it children who need cochlear implants. After the surgery, the children come back to the Tamkeen-funded clinic for therapy. Sometimes, Hadassa Hospital refers cases to his clinic as well.

Another example is the National Center for Community Rehabilitation in Gaza, which has been serving people with various disabilities, mostly physical, for a long time. The center provides psychosocial support to the disabled for other organizations and goes to other organizations for specialized medical beds for its beneficiaries. It has collaborated with the YMCA, UNRWA, and the Jabalia Rehabilitation Society. Although Jabalia is a Tamkeen grantee, the two organizations collaborated on rehabilitation of buildings for the disabled that are not part of a Tamkeen grant. Al-Amal Rehabilitation Society in Rafah also collaborates with other NGOs and refers students to them for medical treatment, which is given at minimum charge.

## 5.2 With Government Organizations

All Tamkeen grantees also collaborate and coordinate with GOs. The most common organizations that the disability sector grantees collaborated with are the ministries of Education, Social Affairs, and Health. Though for a large number of the grantees, there was no choice, they were not averse to this; they were glad that the government had a role in their work. In fact, many believed that the government should have a larger role, and that it probably will when the political situation is stabilized.

Those grantees operating in the refugee camps work closely with UNRWA, which is neither a NGO nor a GO. They too commented that this collaboration was very successful. This was evident to us with regard to the school children who attend UNRWA rather than government schools. Both Care for Children in Nablus and the Jabalia Rehabilitation Society collaborate with UNRWA so they can work with their school children.

One of the government agencies with whom a number of the grantees serving school-age children coordinated was the Ministry of Education (MOE). Care for Children had to work closely with the MOE so its team could go into the schools to conduct screening for communication disorders; the director similarly coordinated with UNRWA to do screening in the refugee camps. He also trains teachers to identify children with hearing problems and bring them to his attention.

Al-Amal Rehabilitation Society also collaborated with the MOE to train teachers and school health educators on how to identify hearing and speech disorders among students<sup>11</sup>. The school personnel were also trained in how to help students when they can, and how to refer them to the proper agencies for more services. Al-Amal is also working with a large number of NGOs to convince the ministry to make early detection and intervention part of the school health program (see the section on outcomes for more detail about this). Panorama and Total Contact Center, the grantees who organized the summer camps for deaf and hearing children, have collaborated with the MOE to identify hearing children to participate. They report that without coordinating with the MOE, they could not have succeeded in organizing the camps.

Eight of 13 grantees worked with the Ministry of Social Affairs to get funding for hearing aids for children. They were more critical of this ministry than any other GO. They reported that working with this agency was cumbersome, and it took too long to get anything done, but they have no choice if they want to get medical devices for beneficiaries who cannot afford them, such as hearing aids and walking canes, or to obtain health coverage for destitute beneficiaries.

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<sup>11</sup> I was not able to visit the Al-Amal Rehabilitation Society personally due to the political situation, however, I interviewed Dr. Sanaa Abu-Dagga who is conducting an independent evaluation of the society.



Grantees who provide disability services to beneficiaries who also need health care reported that collaborating with the Ministry of Health (MOH) was essential for their work. For example, Islah Charitable Society (Islah) in Jericho refers beneficiaries to the MOH for certain laboratory tests. The Ministry also provides medical testing and medications for beneficiaries of Avenir in Gaza who have cerebral palsy (CP). The National Center for Community Rehabilitation also collaborates with the MOH to get medications for beneficiaries.

To reach out to local government agencies such as municipalities to raise their awareness about the disabled, Jabalia Rehabilitation Society has workshops to which local officials are invited, and they usually attend. Although this is not true collaboration, it is an attempt to include local government in Jabalia's efforts to raise community awareness of the needs of the disabled. The Center for Development for Primary Health Care also works with local municipalities and village councils to mobilize the resources of the community; the center involves them in training and the locals spray for mosquitoes in the name of the Tamkeen project.

All the grantees admitted that working with government is essential to their work. However, representatives of one grantee and one non-grantee said not only that government organizations are very significant to service delivery, but that it is the responsibility of the NGOs to influence the GOs and put pressure on them to do their job. Both of these individuals thought that the NGOs should not be doing the job of the government but they were willing to "put up with it" because of the political situation.

We also asked grantees whether having the Tamkeen grant has encouraged them to collaborate with other organizations. Most said that Tamkeen has increased interaction more among NGOs than between NGOs and GOs, though it has promoted the latter. The Jabalia grantee said that Tamkeen had helped them work more not just with other Tamkeen grantees but also with other NGOs. They all collaborated to "march" on the Palestine Legislative Council in Gaza and demand that the rights of the disabled be protected.

## **6. Dissemination of Information**

Information is a very powerful tool in the democratization process, as was evident in all the interviews. All of them gave us materials they have produced or provided website addresses. How much information each disseminated depended on their resources, whether these were from Tamkeen or other sources. It also depended on their goals. From the interviews it appears that grantees will use any avenue available to disseminate information about what they are doing in order to maximize the benefit of their services.

Information dissemination can take various forms, so the grantees interviewed have used a wide range of methods. They have conducted workshops for beneficiaries; written brochures; published textbooks, manuals, newsletters, and magazines; had public service announcements on radio or TV; televised panel discussions; had graduation ceremonies from their program; used the Internet to provide information about their programs, plays and festivals; and of course, spread information through word of mouth.

Conducting workshops seems to be the most common method of disseminating information; almost every grantee has held at least one. The following are examples of the types and contents of these workshops:

- Information about their services
- Philosophy of rehabilitation
- Lectures and symposia about disability, health, role of women, civic responsibility, and democracy in general
- Training in service needs, such as early detection of disability, how to deal with the disabled in emergencies, and environmental and civic responsibility
- Training for parents and for school teachers in sign language
- Raising awareness of school superintendents regarding disability

The audiences for workshops vary depending on the goal. For example, workshops are often held for parents of disabled children, school teachers, school counselors, and other organizations, and a large number of the grantees have invited government officials at some point in order to communicate the needs of their target groups, as Panorama and Total Contact Center did (see the section above on collaboration and coordination).

Care for Children in Nablus, besides distributing brochures about its clinic to parents, has a website with considerable detail about its program. Although clearly, the number of people with access to the Internet in those communities is not large, still among them are professionals who refer students to the agency. Islah, a health program funded by Tamkeen in Jericho, has been disseminating information to heads of villages and tribes in order to coordinate the mobile clinic schedule. Islah also gives out brochures about diseases that are specific to that region, such as “Jericho’s wart,” to other health organizations as well as interested individuals.

Other avenues grantees use for disseminating democratic messages to the general public are plays and festivals. During the summer camps conducted by Total Contact Center, the children put on a play and invited parents and teachers. The kids were able to act without saying a word (mime). This was such a success that the director of the Total Contact Center told me that one of her dreams is to establish a mime drama group for deaf children. She also wants the children to be responsible for the lighting and the stage; she believes they need to have opportunities like others.

Another grantee reported that his NGO participated in a village festival where the children presented plays and songs for the community. One young girl sang “The Arab Dream,” a national song about freedom; another 12-year old girl acted out “Garbage Burning in Nablus,” a play about her uncle who had died because of a respiratory disease caused by garbage-burning. The Minister of Health was present and the grantee said that the girl made the Minister promise that he will do something about the situation. What a way to disseminate democracy!

Several grantees used the media to disseminate their messages. Most advertised their activities and some published articles about their activities in the local papers. On a televised panel discussion about marriages among the disabled, one of the beneficiaries of a Tamkeen grantee, Atfaluna, lobbied through a deaf interpreter for improving the chances of deaf girls to get married. She had married a man with normal hearing and has one child. She believes

that every girl should have the same opportunity to have a family. Her presentation stimulated a far-ranging discussion among the panelists.

Most grantees, like the YMCA (Jericho) and Panorama, have newsletters and magazines that they distribute to beneficiaries and their families. Some have also published booklets and guidebooks: Using Tamkeen funding Atfaluna has published a guidebook about its program for the protection of deaf girls and women. Care for Children in Nablus published a colorful booklet for mothers of young children about early detection of hearing impairment. The Society for the Physically Handicapped in Gaza published two original textbooks in Arabic, one about cerebral palsy and one about rehabilitation.

Two of the grantees mentioned that word of mouth is very powerful in this society. Groups or individuals from several of the grantees, including Jabalia Rehabilitation Society and the NCCR, go into homes either to train the family or to make the home more accessible. The families tell their neighbors or even refer them to the grantees when the need arises. Avenir in Gaza mentioned that parents who attend their workshops tell other parents about them so that often a much larger number than expected show up for the next workshop.

As for their goals in disseminating information, they all agreed that they believe that when people are informed, they are empowered, and when they are empowered, they act. Grantees did not generate hard evidence of the outcomes of their dissemination efforts, but a few said that when people either read or hear about them, they call for more information.

An important aspect of a democratic society is the conduct of scientific research so that people can get accurate data for making decisions and implementing programs. Islah, a Tamkeen grantee, has conducted a nutritional survey to identify iron deficiency, anemia, IDA, and vitamin B12 deficiency in its target area, with special emphasis on children and mothers. It plans to disseminate the results of the survey to other professional and medical organizations in the Jericho region.

## **6.1 Program Outcomes**

We asked the grantees about specific outcomes of their Tamkeen grant to find out what they believed Tamkeen funding helped them achieve. They all admitted that a lot remains to be done despite all their efforts. A large number of the examples that have already been mentioned also fit in this section. In those cases, we will simply refer to them.

The major outcome mentioned immediately was raising the awareness of the community about the rights of the disabled. We have already described all the activities dealing with raising awareness, especially through community activities and information dissemination. Although there are no measures of how much awareness was raised, the grantees mentioned some results of these efforts in terms of more inquiries about their services after an advertisement appeared placed in the paper or a public service announcement aired on the radio or television or parents told each other about an event. Avenir related that parents involved in Tamkeen-funded workshops were telling other parents so that when they expected 150 parents, 450 would show up. This demonstrates increased knowledge about their programs, as well as the need in the society for these services.

One unique outcome mentioned by the director of Atfaluna was that “Tamkeen funding made it possible to have sign language and deaf culture as part of a local university’s curriculum.”

In her opinion, this indicates that the society is more aware of the needs of the disabled. Jabalia and NCCR reported that the Tamkeen project gave them the opportunity to go into homes and talk to parents about how to communicate with deaf children and how to help meet the needs of children with spinal cord injuries. Both grantees encouraged families to include their disabled children in their family activities. That has helped raise the awareness of these families about disability. Nevertheless, the majority of the grantees still expressed their concern that, with all their efforts, the disabled are still not fully accepted in the community and disabled children and women are still abused by their families.

Over half of the grantees mentioned that awareness has risen about the role of women in society, both women who are disabled and mothers of disabled children, either as a direct outcome of a grant that targeted women or as a spillover effect. Examples of the former are the protection of deaf girls and women in Gaza and the healthcare and civic education program for Bedouin mothers and children in Jericho. An example of the latter is the work Care for Children with the village women's committees in the North of Palestine. Again, there was no pretense on anyone's part that the job is done, rather a recognition that there needs to be more work targeting women, who have a wide range of education, health, and employment needs. Still, in the words of one grantee "Tamkeen funding is paving the way."

We also asked the grantees if Tamkeen-funded activities had made any changes in their own organizations and their own lives. Several mentioned a change in their organizations in that the democracy and governance concepts were being applied to other projects that were not Tamkeen grants.

Three examples present themselves. The Total Contact Center representatives said that the rewards of having had the summer camps for children both deaf and hearing were so great that she is planning to continue this event whether or not she receives funds from Tamkeen. This is a good indicator of sustainability. (Please see below for more about sustainability.)

The director of NCCR said that even after Tamkeen ended, it will continue the home visits started with the Tamkeen grants because they had proved so beneficial. Another outcome he mentioned is that parents of injured children who had come to the organization to be trained on how to care for their children started getting together at the center to provide support to each other. NCCR has decided that it will encourage this because it provides so much support to the parents of newly injured children, support that is particularly helpful because it comes from another parent who has had similar experiences.

The Avenir representative mentioned that she was waiting for the renewal of its grant so it can expand services to the south of Gaza, where the need is also great. They could not do this without Tamkeen funding. She added: "This has been a dream of ours."

A number of interviewees had interesting changes in their own lives. One who works with both deaf and hearing children said that she began to realize that "children are capable of understanding the concepts of democracy if we communicate them through play." Before Tamkeen she was not confident that they could do that. She was further rewarded when these children met with government officials to discuss their needs. Another said that when she first got the Tamkeen grant, she was not sure about this "democracy thing," but having worked with the grant, she now applies democracy concepts to all her projects, not just the Tamkeen-funded one. Yet another grantee said, "Our thinking process changed to include democracy and governance elements....especially with regard to women's rights." The

director of Avenir also said that with Tamkeen her understanding of democracy and civil society was broadened.

We also asked grantees to describe changes that they saw in their beneficiaries as a result of Tamkeen. Besides the positive impacts already discussed, we describe a few more here. Care for Children in Nablus related several stories of how his team identified students who stutter and brought them into the clinic; once they were helped to overcome their problem, their self-esteem improved and they acquired the confidence to participate more in school activities.

While we were at the site, we spoke with a young man who was receiving services for a serious speech impediment that has prevented him from getting a job. Thanks to the services, he was improving and will soon go looking for a job. He said that being able to communicate better made him feel more equal to others. Because of the Israeli check point, it took him three hours to come to the clinic but he said that he would not miss this because of the benefit he has been gaining.

We also spoke with the mother of two young children who was in the clinic to help one of her children, about 3 years old, improve his speech. She said that her child has more confidence communicating with her and she feels that she is giving this child the same opportunity as her other child, who has no communication problems. We observed the child working independently with software to help children with sounds. (When the child makes the correct sound, the frog on the screen jumps to another lily pad.) He was using a computer provided by Tamkeen.

Another grantee, who works with deaf women and girls, mentioned that they hire women trainers at their school since there are limited opportunities for women in the community. Moreover, the grantee mentioned that three of their graduates from introductory literacy classes went to the Ministry of Education to sign up for intermediate-level courses. In the end, these young deaf women now see themselves as speakers of a different language, as opposed to handicapped individuals.

Although Tamkeen does not directly award grants specifically to improve organizational capacity, grantees mentioned that their own organizations had built capacity as a result of working closely with Tamkeen team members, and generally with the funds Tamkeen supplies for grant implementation. Islah reported that Tamkeen had had a major role in enhancing the role of women in that organization. The mobile clinic staff is mostly women (64%). Tamkeen has also helped on the organizational level: The general assembly of Islah was voted into place as a direct result of Tamkeen. Tamkeen's grant-making requirements and procedures have also helped Islah staff become more organized in their reporting.

Sustainability is a subject that surfaced often during the discussion about outcomes; the interviews were taking place just before the renewals of some grants. As expected, most grantees look at sustainability as generating funds to continue providing services. One grantee said that, in her opinion, sustainability should only be expected in the private sector, where agencies can generate funds; they themselves want to focus on providing services. Another grantee expressed anxiety because his program is totally funded by Tamkeen.

Clearly, funding is a major factor in sustainability, and all expressed concern about continued Tamkeen funding, with respect to both the length and the amount of the grants. For some,

Tamkeen was the only source of funding, for others it was one of several sources but constituted a large percentage of the budget.

Organizations that have been around for a long time and are relatively large, like the Society of Physically Handicapped People in Gaza, were able to continue operation even after Tamkeen funding stopped. The Total Contact Center plans to continue the summer camps regardless of Tamkeen funding; an indicator of sustainability. For others, not getting the Tamkeen funding meant that they could no longer provide services, as was the case with the Visually Impaired Graduates League, whose grant was not renewed. This small organization has small grants from other sources for such aspects of its work as the tape library and computer training but could not continue the specialized training in democracy they were offering. It is the only grantee providing services to the visually impaired.

## 6.2 Impact on Policy

Changing policy for the benefit of the disabled takes time, especially when the country is facing numerous other problems under the occupation. Moreover, these grantees are primarily service providers, not policy organizations. They are concerned with helping their beneficiaries meet their needs, although that includes lobbying to get them help. Nevertheless, some changes were noted. All the grantees claimed that they had a role in getting the Disability Law passed by the PLC and signed by the president in 1999, before Tamkeen. They all admitted, however, that the law has yet to be implemented. Two of the grantees had been helping draft bylaws under the law, but there has not been any real change due to the political situation.

However, grantees have been using this law to gain rights for their beneficiaries. One outstanding example of this is that the law has been printed in a small booklet that is given to each deaf student in the Jabalia Rehabilitation Society school. The society encourages the students to keep this booklet in their pockets and whenever they have trouble getting their rights, they are to flash the booklet. In a way, then, the grantees are “implementing” the law in their own way to encourage their beneficiaries to get their rights.

All grantees were involved in advocating for their beneficiaries, an activity Tamkeen encourages, but the degree of involvement varied widely. Regardless, all grantees were advocates for their beneficiaries. Some grantees organized trips to the Ministry of Social Affairs and the Ministry of Education to demand protection of the rights of the disabled. As we have mentioned, the children taking part in these activities were sometimes able to get “promises” from ministers to make changes. The televised panel discussion about the rights of the disabled (deaf women) to get married and have a normal life is another example of advocacy. Grantees do considerable advocacy with the ministries to help their beneficiaries obtain hearing aids, other medical aids, medications, and health insurance.

A notable effort to change things on the policy level was undertaken by the Al-Amal Rehabilitation Center. Al-Amal was able to establish a committee to help implement a policy of screening children for hearing problems before they start first grade. The committee was made up of representatives of GOs (the Ministries of Education, Higher Education, Health, and Social Affairs), representatives of other service providers (including Atfaluna, Jabalia Rehabilitation Society, National Center for Community Rehabilitation, Avenir, and Al-Amal Rehabilitation Center), Palestinian media, and the Al Haq Fi Al Hayat Society. This

committee was expecting to begin work in late 2003, pending the availability of funds. Avenir also formed an advocacy group for the hearing impaired in Khan Younis.

The other advocacy work of grantees is in raising consciousness at the family level. Grantees are doing a great deal of work to help families understand the needs and the rights of their children. It may be a stretch to call this policy-level advocacy, but it is an effort to bring about social change.

## 7. Findings from Other Organizations

While in the field, we felt it would be useful to interview organizations that were either not Tamkeen grantees or that had had a Tamkeen grant but not in the disability sector. We were looking for additional insight into the effectiveness of integrating service delivery with democracy and the impact of Tamkeen grants on the disability sector as a whole.

We interviewed 13 people from democracy and governance NGOs, service delivery NGOs, and other organizations that are knowledgeable about the disability or the NGO sector:

- Abu Rayya Center for the Rehabilitation of the Disabled
- Bethlehem Arab Society for Rehabilitation
- Hebron Rehabilitation Center for the Disabled
- Maram (USAID-funded)
- Rafeed (USAID-funded)
- PICCR
- NAP Secretariat
- National Democratic Institute
- Welfare Association
- General Union of Palestinian Disabled
- German Fund for Palestinian NGOs
- Arab Thought Forum
- Bisan Center

The last two have Tamkeen grants, but not in the area of disabilities.

Again, our first question asked the opinion of these organizations about the integration of service delivery with democracy and governance. Except for one service provider, all were very supportive of integration. One respondent said that integrating democracy with service delivery is most important because talking about democracy without services keeps democracy in the realm of ideas; connecting democracy and service delivery is critical because it is a way for the people to see something tangible. Another said that one cannot preach democracy; one has to communicate it to people through service delivery. Another said that democracy means to listen to the needs and concerns of your constituents; agencies that are purely democracy and governance are top down and have no ownership of the program.

Another respondent went further, saying that most NGOs in Palestine are politicized; they have a strong advocacy component. They are activists on behalf of their constituents and have the skill and the inclination to advocate, which is “democracy work.” He went on to say that NGOs are credible *because* they deliver services.

A respondent who had lobbied for the passing of the Disability Law was critical of NGOs who just preach democracy. The disabled need services as well. A service provider said that although the organization's focus is on providing medical care to those with spina bifida and spinal cord injuries, she takes the opportunity to work with patients and their families to make them aware of their rights and the rights of their children. Another service provider believed that that organization's work is communicating democracy; it has increased awareness in the community of those who are disabled.

Only one service deliverer was highly critical of the integration of democracy with services. He believed that talking about democracy is wasting time and resources that should go into enhancing and expanding services to the disabled. This was a very large and successful NGO that provides direct rehabilitative services to the disabled.

The second major topic we raised with each was about collaboration between NGOs. All the interviewees believed that collaboration is highly conducive to efficient use of resources, but those that did not provide services felt that there is competition between NGOs for resources and that donors may have to force coordination on them. They did not have problems with duplication of services if they go to different groups or different areas because the need is so great.

In discussing who is responsible for coordination, some agreed that it is the responsibility not of the donors but of the NGOs themselves. Others believed that only donors can "force" coordination. One interviewee shed light on the apparent competition by explaining that the NGOs lost a lot of revenue after the second Intifada; they could no longer charge fees because so many people could no longer pay for services. Moreover, Palestinians who previously were able to afford private services are now coming to the NGOs for help. The NGOs are being overwhelmed. Meanwhile, the donor "mood" has changed to an emphasis on emergency services. In his opinion, service delivery and development are no longer a priority to donors.

The service providers had a different take on collaboration; their opinions were very similar to those of the Tamkeen grantees. All of them collaborate with other NGOs because they cannot provide all the services their beneficiaries need. All of them also said that they coordinate and collaborate with government agencies for the same reasons Tamkeen grantees do, to obtain medical equipment and medications from the MOH, to coordinate with MOE to help disabled children join a school, and to coordinate with the MOSA to get aid for those who are poor.

These interviewees consider capacity building and training crucial for NGO sustainability, on the theory that sustainability is not just about money. Only if NGOs have the right capacity, the right approach, and the right target groups can they go to other sources for funding. Donors should be providing resources for capacity building. The service providers were particularly concerned about the need for capacity building of staff because there is a serious shortage of trained professionals. The project coordinator for a non-Tamkeen service provider, for example, would like to bring experts in spinal cord injuries from abroad to provide continuing education for staff.

One of the purposes of interviewing key individuals from non-Tamkeen grantees was to find out whether Tamkeen has had a positive impact on the field of disability as a whole. The



service providers had all heard of Tamkeen and two had actually submitted applications to Tamkeen but were not awarded grants. The third service provider would like to apply but does not want to deal with the democracy aspects of the grant. Although these service providers did not indicate the impact of Tamkeen, surely we can assume that they believe Tamkeen has an impact, or why would they want to apply for Tamkeen grants?

The non-service-providers did not have strong opinions because half of them did not know exactly what Tamkeen was all about, and only three of them had programs for the disabled. However, because of their positive approach to the integration of democracy and service delivery, they were very encouraging about Tamkeen continuing with this approach. This is an indication that Tamkeen is having an impact on the disability sector, but without a full-blown survey of the whole sector, it would be hard to quantify that impact.

## 7.1 Other Findings

Having spent time talking to people in the field and having reviewed a lot of material, I have identified some other findings that were not the focus of the interview protocol but are still findings of the research. Some of the recommendations detailed in the following section are based on these findings.

- A large number of those interviewed, whether or not they had Tamkeen grants, recognized that the field of disability has a huge need for trained professionals. Some are meeting that need by training volunteers who are unemployed. This is a win-win situation: The volunteers gain experience while waiting to find employment and at the same time contribute expertise to the NGOs. A grantee who is the dean of the School of Public Health at Al-Quds University calls on the expertise of university colleagues who volunteer their time. Other volunteers used heavily by NGOs are university students, who have to do 120 hours of community service. The NGOs are hoping that this experience will lead the students to specialize in their areas and then come back and work for them. All these initiatives suggest the efforts of grantees to use the resources of their communities.
- There are Tamkeen grantees serving all areas of Gaza, but in the West Bank, there are no grantees in Tulkarem, Tubas, Qalqilya, Salfit, Hebron, or Jericho. (Two of the grantees interviewed for this study are located in Jericho, but one provides vocational training and the other maternal and child care; neither of them serves the disabled.) Moreover, very few grants have been awarded to NGOs serving refugee camps, even though the statistics indicate that the highest incidence of disability is among the inhabitants of the camps. There are currently Tamkeen grantees operating in the Maghazi and Jabalia refugee camps, but only Jabalia is serving the disabled.
- Even though physical disabilities are the number one disability in Palestine, followed by visual impairments, the majority of Tamkeen grants are awarded to NGOs serving the deaf; only a few go to those serving the physically disabled, and none to those for the visually impaired. As it stands now, of the 13 Tamkeen grantees, 7 serve those with hearing impairment (including deafness) and other communications disorders; 2 serve people with cerebral palsy (CP); 1 serves the

visually impaired; 1 serves the physically disabled, which includes people with CP; and 2 provide general health services.

- Despite the amount of information grantees disseminate about disabilities, all those interviewed commented that there is a need to raise the awareness of the community about disabilities.
- Two of the grantees expressed concern about the process of the proposal writing. They felt it was burdensome and time-consuming.
- A few grantees said they were grateful to the grant because it helped them with such internal operations as policies and procedures, record keeping, and financial management. One mentioned that Tamkeen influenced his organization to elect members of the board.
- Most of the training for women seems to be in traditional occupations such as embroidery, sewing, and cooking. Although this may be far better for these women than staying at home and not getting any training, Tamkeen can encourage more nontraditional training for women. There are some such programs; one grantee trains women in graphic design and another in computer applications.
- Expectations of financial sustainability are unrealistic considering the political and economic situation in Palestine. Grantees cannot charge fees (or at least not the same fees they charged before the Intifada) because people cannot pay. Some do generate a small portion of their income via fees, but they cannot exist on that income alone. There is a realization that sustainability also involves capacity building and strong internal structures, collaboration and coordination with other organizations (which they are doing), and internal evaluation and monitoring. Having had the experience with Tamkeen and other funders, these organizations can approach other funding sources demonstrating their experience in managing grants and their trained staff who can deliver quality services. This should increase their ability to continue operations.

Although this is not a finding, I was very impressed with the high commitment of the grantees to serving the disabled. We highly commend them, especially considering the harsh circumstances they must operate in.

## **8. Recommendations**

Based on our observations and experience within the current evaluation, we have drawn up two sets of recommendations. The first set looks to the future of the Tamkeen program and how it is structured. The second set applies to future activities. Both are based on the premise that Tamkeen cannot do everything, but it can build on what it has already accomplished and move forward to do more.

### **8.1 Future of the Program**

- Tamkeen's integration of service delivery with emphasis on democracy and governance concepts is successful in the eyes of grantees. All felt that it is very difficult to communicate concepts of democracy without meeting humanitarian

needs by providing services. Although some were not confident about this integration at the beginning of the grant, they ended up believing very strongly in it and applying it to other non-Tamkeen programs. Moreover, non-Tamkeen interviewees also supported such integration wholeheartedly. As a result, we recommend that Tamkeen continue to insist that democracy and governance and service delivery be integrated.

- Tamkeen should be continued and expanded as an effective means of promoting expansion into areas of unmet need for the disabled. The service delivery grantees are entrenched in their communities and can do much more for their beneficiaries in communicating democracy and governance concepts. For example, providing sign language in order to communicate rights is within the rubric of democracy.
- Tamkeen should continue to keep the definition of democracy and governance fluid, especially for NGOs delivering services.
- Tamkeen should promote its work more widely. This will achieve two goals:
  - It will widen the circle of people who know about Tamkeen. One person prominent in the community told me that she was not sure exactly what Tamkeen did because it does not “advertise.” That was the reason she could not provide an opinion about the impact of Tamkeen on the disability sector as a whole. As more people, especially other organizations working within the sector, know about Tamkeen, a sector- wide assessment becomes more feasible.
  - Organizations in other geographic areas might apply for Tamkeen funding.
- Tamkeen should consider providing grants for longer terms so that the impact can be more measurable. Although several of the grants have been renewed, making them in effect long-term, the organizations could not plan for a long-term grant. With short-term grants, it is hard to expect useful outcomes and plans for sustainability, which are in any case somewhat unrealistic in a society where the prevailing state is uncertainty and instability.
- Tamkeen is definitely meeting the needs of Palestinians by giving grants to service providers in the disability sector, but more should be done to reach marginalized geographic areas with a high need that are not served by any organizations. Tamkeen should also consider awarding more grants to NGOs serving refugee camps, where the incidence of disability is higher than in other areas.
- There are not enough grants given for organizations working with physical disability and visual impairment, the two major disabilities among Palestinians. We recommend that Tamkeen consider a more targeted approach to obtain applications from NGOs who service those two areas of disability, so that services are provided in proportion to the intensity of need.
- Grantees often lack the training or experience to conduct internal evaluations. Tamkeen can provide guidance and resources, such as an evaluation toolkit or

how-to guide, with samples of evaluation methods and reports. Self-evaluation contributes to the effective functioning of an organization by helping its members continuously build on what they are learning, remedy weaknesses, and improve services.

- Tamkeen might consider funding grants to enhance the role of technology in supporting democracy. Tamkeen can offer more training for disabled individuals in computer applications, the Internet, or software development. Technology helps widen people's horizons. This in turn contributes to an educated and informed electorate. A non-Tamkeen grantee recommended that children should be taught how to surf the Internet so they can be connected to children around the world, widening their horizons. Moreover, technology prepares the disabled for equal opportunities in the job market.
- To enable grantees to grow and be less dependent on one funding source, the Tamkeen staff can offer more technical assistance and information about grant opportunities and grant writing in order to help grantees obtain additional sources of funding. This assistance could take the form of training workshops, periodic e-mail updates, and telephone consultation. Our understanding is that Tamkeen conducts workshops in grant writing tailored to their program and have developed and delivered a program on training best practices. We recommend that it continue to strengthen this assistance. Perhaps grantees can also be encouraged to raise matching funds. Under the circumstances, this might be hard, but there are wealthy local individuals who have donated money to some grantees. Tamkeen could match these funds.
- One major factor in the success of these grants has been grantee collaboration with other organizations. Tamkeen already encourages grantees to coordinate and network. It might require that grantees formalize some of their partnerships, especially those with other Tamkeen grantees. Not only is this a more efficient way of using resources, it might reduce competition and sensitivity among grantees.
- We strongly recommend that Tamkeen consider a program of mentorship, where a well-established grantee mentors a grantee that is small because it is new or because it lacks resources. A well-planned mentor-protégé relationship would allow the smaller organization grantee to benefit from resources available through the larger one, such as materials produced by the mentor or trainers for a workshop the protégé wants to hold. This will improve the protégé's organizational capacity by strengthening the infrastructure so it can better manage current resources and prepare for future growth. This pairing of mentors and protégés will benefit not just both grantees, but also the community organizations with whom they collaborate. These connections will contribute even further to raising community awareness and maximizing the use of existing resources.
- We encourage Tamkeen to expand opportunities for peer exchange and mutual support among grantees. It would be valuable to have a year-end meeting of all grantees to share their experiences. There is a wealth of knowledge and experience among the grantees and their partners that could benefit everyone. This is a very useful way to share strengths and weaknesses and learn from each other.

- Tamkeen currently delivers workshops on proposal development for potential grantees already approved for proposal development by the Tamkeen Grants Committee. It should consider extending this program to a wider range of CSOs, even those who have not yet submitted initial applications. Although they may not all apply to a Tamkeen grant immediately, the knowledge would be useful to applicants at any point in the future. This idea differs from the technical assistance provided by Tamkeen CSSs to grantees or applicants because that is only available to those who have already submitted an application.

## 8.2 Future Activities

- We recommend that Tamkeen conduct a baseline study or studies specifically tied to its objectives. This would provide both quantitative data and a benchmark for future studies. It would enable Tamkeen to chart change that could be attributed specifically to its grants. Although we have been able to do this to some extent in this project, there is a need for more quantitative measures. If feasible, an attitudinal survey of the general population or of the NGO environment, or both, would be useful. Aside from serving as a baseline, data from such surveys can be used to identify community needs, negative attitudes, and gaps in services.
- To fully answer the question of the impact of Tamkeen on the disability sector as a whole, we recommend a study of all NGOs who are not Tamkeen grantees. Either by a sample survey or a census of all those working in the field, they could be surveyed for their awareness of Tamkeen and their perception of the impact Tamkeen is having on the sector.
- We suggest that the timeframe for evaluation be lengthened to allow for more than one very short site visit to each grantee. Considering the situation, it would also be well to allow for unexpected closures. Clearly, this has financial consequences, so Tamkeen might want to appoint one of its staff to be the “evaluation liaison,” to be trained and monitored by an outside consultant. This evaluation liaison could to distribute questionnaires (if that methodology is chosen), make appointments for the outside consultant before the consultant arrives, follow up with the grantees, and begin processing some of the data. This will enhance the efficient use of resources.
- Although Tamkeen requires that democracy and governance be incorporated into the delivery of services by grantees, there does not appear to be a requirement that the grantees themselves operate on democratic values. For example, no data were gathered on whether each grantee had an elected board, and whether Tamkeen funding contributed to that. Grantees may very well have internal elections, but we need to gather more systematic data about that.
- More data should be gathered about the inclusion of the disabled and women (marginalized groups) in the grantee organization. Grantees might build in their own assessment and make the data available to researchers. Some of them do hire from these groups, but there was no systematic plan to gather data specifically on whether grantees had active measures to include women and the disabled. Certainly, gender equality is a big focus in democracy today.

- To help pave the way for future evaluation, it would be advisable to inform grantees at the beginning of their grant that an outside evaluation will be conducted. The grantees can also be alerted to the need for the evaluator to speak with beneficiaries and could help facilitate such meetings. Ideally, grantees will welcome the assistance of an outside evaluator in identifying program strengths and weaknesses so that they can improve their effectiveness for the good of their clients and communities.

## 9. Conclusions

The research documented evidence of exemplary efforts and progress by Tamkeen grantees towards meeting the USAID sub-IRs. The overarching question was how well the grantees integrated democracy and governance with service delivery to meet USAID objectives. Thus the title of the report: Democracy in Action.

Our evaluation found many strengths and some weaknesses in how Tamkeen grants are being implemented.

A major finding is that all grantees believed that integrating democracy and governance with service delivery is an effective way to enhance democracy. Grantees were implementing democratic concepts into their service delivery, as was intended by Tamkeen. They were raising community awareness and consciousness about the needs of the disabled and the role of women in society. Grantees were targeting these marginalized groups by providing services to them.

Another aspect of democracy in action is bringing the concerns of citizens to the attention of those in leadership. Because of Tamkeen funding, children participating in Tamkeen projects were able to bring their concerns and needs for equal education to the members of the PLC.

Democracy also means integrating all groups in the community, including the disabled. Although this goal is a long-term one, two Tamkeen grantees were able to achieve this for the deaf and hearing children who participate in their programs.

Democracy also implies mobilizing community resources to achieve program goals. The extensive use of volunteers is one indicator of this mobilization. All these domains contribute to the achievement of sub-IR 3.1.2.

To achieve their program objectives, grantees collaborated and coordinated their services with other NGOs, whether or not they were funded by Tamkeen. All the grantees believed such collaboration is essential to their success, but the level of success varied from about 50 percent to 90 percent. Collaboration with government organizations, such as the ministries of Education, Health, and Social Affairs, was necessary for the grantees to obtain services and devices (such as hearing aids) for their beneficiaries. Much work is still needed to make this collaboration more effective. What is already being done, however, contributes to the achievement of sub-IR 3.1.1.

Another major goal identified by the USAID sub-IRs is dissemination of information to citizens on public issues. Grantees were very successful in this component. All the Tamkeen grantees disseminated information, through a variety of methods. These methods included

workshops on a wide range of topics, newsletters produced by the program or by beneficiaries, radio and television programs, plays and festivals, brochures and pamphlets, publications, and word of mouth.

Another indicator of this sub-IR is scientific research to provide citizens with accurate and sound data to make decisions and implement programs to meet public needs. One grantee has conducted a nutritional survey of his region and plans to disseminate the results of it to other professional and medical organizations.

It is interesting that although they disseminate information to raise awareness about disability and the rights of the disabled, all the grantees said that there was still a need to further raise awareness in the society.

Grantees also reported some impact on the policy level. Two of them participated in drafting the bylaws for the 1999 Disability Law, though to date the bylaws have not been finalized and the law has yet to be implemented. However, there was some small evidence that Tamkeen is beginning to have an impact on GOs. Deaf and hearing children were able to elicit a promise from the Minister of Education that the department specializing in disabilities will be reactivated.

Among the other outcomes of the Tamkeen project reported by the grantees were changes they experienced in their organizations and in their own lives, as well as changes they have seen in their beneficiaries. Several mentioned that because of Tamkeen, they are now applying democracy and governance concepts in their other programs. As for changes in their own lives, a few reported that they have come to realize that the disabled children they work with are able to understand democracy and advocate for themselves.

The impact of Tamkeen on grantee beneficiaries was evident from the numerous examples already reported. The beneficiaries were more aware of their rights, they were better able to advocate for themselves, they had higher self-esteem and confidence in their abilities, they were getting an education, they were receiving services to meet their physical needs, and they were contributing to their communities. In other words, they were actively involved in social change.

The research also found that there is a great need for trained personnel. Some grantees use volunteers who are trained but unemployed professionals to fill the need, but the gap remains. For example, one of the grantees reported that he was the only trained audiologist in all of Northern Palestine.

Another finding was that grantees are serving all areas of Gaza, but not all areas of the West Bank. Few are serving the refugee camps. Moreover, although the statistics indicate that the major disability in Palestine is physical, followed by visual impairment, the grants were disproportionately given to organizations serving individuals who are deaf or suffering from communications disorders.

Yet another finding has to do with the role of women. Although Tamkeen is having an impact on the lives of women by getting them out of their homes and giving them education and vocational training, most of this training seems to be in traditionally female occupations, such as embroidery, cooking, and sewing.

Based on the findings, we have made a number of recommendations to the Tamkeen project. Tamkeen is successfully integrating democracy and governance with service delivery. The service delivery grantees are entrenched in their communities, have credibility within them, and can continue to have an impact on teaching democracy. We highly recommend that Tamkeen be continued and expanded to cover more geographic areas and more disabilities.

In the words of one grantee who has been working with deaf people for about 10 years, “We have not changed the world yet, but we will when our deaf people can speak for themselves, read and write and advocate for themselves.” Tamkeen is a partner with these grantees to put democracy into action.



## ANNEX A

### List of Interviewees

| Last Name   | First Name   | Organization   | Grantee/Non  | Location  |
|-------------|--------------|--|--------------|-----------|
| Abdul Hadi  | Izzat        | Bisan Center for Research and Development  | X            | Ramallah  |
| Abu Ajami   | Rami         | YMCA   | X            | Jericho   |
| Abu Amr     | Ziad         | Ministry of Culture  | Non-Grantee  | Gaza      |
| Abu Arafah  | Adbel Rahman | Arab Thought Forum   | X            | Jerusalem |
| Abu Dagga*  | Sanaa        | Al-Amal Rehabilitation Society   | X            | Gaza      |
| Abu Jayyab  | Sameer       | Society of Physically Handicapped People, Gaza   | X (previous) | Gaza      |
| Abu Mansour | Husein       | Jabalia Rehabilitation Society   | X            | Gaza      |
| Abu Nada    | Kamal        | Jabalia Rehabilitation Society   | X            | Gaza      |
| Abu Zaid    | Khaled       | The National Center for Community Rehabilitation   | X (previous) | Gaza      |
| Al-Ghusaini | Fatima       | The National Center for Community Rehabilitation   | X            | Gaza      |
| Amad        | Ureib        | German Fund for Palestinian NGOs   | Non-Grantee  | Jerusalem |
| Amro        | Ziad         | General Union of Disabled Palestinians   | Non-Grantee  | Ramallah  |
| Arafat      | Cairo        | Ministry of Planning & Int'l Cooperation, Secretariat Nat'l Plan Action for Pal Children | Non-Grantee  | Al-Bireh  |
| Badarneh    | Suhair       | Total Contact Center   | X            | Ramallah  |
| Diab        | Ola          | Abu Rayya Ctr for Rehabilitation of the Disabled   | Non-Grantee  | Ramallah  |
| Eid         | Nahed Ragheb | Palestine Avenir Foundation  | X            | Gaza      |
| George      | Chris        | Rafeed Project   | Non-Grantee  | Jerusalem |
| Haessig     | Rebecca      | National Democratic Institute (NDI)  | Non-Grantee  | Jerusalem |
| Hamdan      | Ismael       | YMCA   | X            | Jericho   |
| Hamdan      | Hatem        | Association of Visually Impaired Graduate League   | X (previous) | Gaza      |
| Hlaikawi    | Yousef       | Local Committee for the Rehabilitation of the Disabled                                   | Non-Grantee  | Hebron    |
| Ibdah       | Ala Eddine   | Care for Children with Special Needs Society   | X            | Nablus    |
| Inshasi     | Fatima       | Association of Visually Impaired Graduate League   | X (previous) | Gaza      |
| Kalabaj     | Naim         | Atfaluna Society for Deaf Children   | X            | Gaza      |
| Kasabreh    | Ghassan      | Welfare Association  | Non-Grantee  | Dahiat    |
| Khammash    | Ummaya       | Maram Project  | Non-Grantee  | Ramallah  |
| Lubbad      | Souad        | Atfaluna Society for Deaf Children   | X            | Gaza      |
| Sadiq       | Nancy        | Panorama   | X            | Ramallah  |
| Salem       | Walid        | Panorama   | X            | Jerusalem |
| Shahin      | Mohammad     | Center for Development in Primary Health Care  | X            | Al-Bireh  |
| Shawa       | Geraldine    | Atfaluna Society for Deaf Children   | X            | Gaza      |
| Shehadeh    | Edmond       | Bethlehem Arab Society for the Handicapped   | Non-Grantee  | Bethlehem |
| Shoufan     | Mohammad     | Local Committee for the Rehabilitation of the Disabled                                   | Non-Grantee  | Hebron    |
| Talabani    | Ibrahim      | Association of Visually Impaired Graduate League   | X (previous) | Gaza      |
| Zeedani     | Said         | Palestinian Independent Commission on Citizen Rights                                     | Non-Grantee  | Ramallah  |
|             | Abir         | Palestine Avenir Foundation  | X            | Gaza      |

\* Dr. Abu-Dagga is an outside evaluator of Al-Amal which is a grantee.

## **ANNEX B**

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### Questionnaire for Grantee Program Directors

**Name of Organization:** \_\_\_\_\_

**Name of Interviewee:** \_\_\_\_\_

#### **D&G Questions**

1. As you know, Tamkeen is a project aimed at strengthening the role of Palestinian CSOs in democracy and governance (decision-making and government oversight). How do you understand this aim as it relates to your program?
2. Are you able to meet this objective? To what degree? Is there confusion about the goal of the D&G initiative and your service delivery program? Please explain.
3. What specific activities (in your program) are conducted that are directly related to the D&G objective?

#### **Program-Related Questions**

4. Describe your responsibilities? (Tell me what you do in this program?)
5. Who are your beneficiaries? (How do you identify your beneficiaries?)
6. How do your beneficiaries see the purpose of the project both the service delivery and the D&G? (Give me examples)
7. How long has this program been in existence? (Was it created with Tamkeen funding?)

#### ***Staffing***

8. How many staff members do you have? What positions do they occupy? What training is required? Do you provide on the job training?

| Staff | Position | Training Required | On the Job Training |
|-------|----------|-------------------|---------------------|
|       |          |                   |                     |
|       |          |                   |                     |
|       |          |                   |                     |
|       |          |                   |                     |

9. Do you “engage” any volunteers? How do you recruit them? What do you ask them to do? Are they offered any training? What is the nature of this training? Do they commit to a certain amount of time, or is it a one-time basis engagement or as needed basis engagement?

### ***Collaboration and Cooperation***

10. What other NGOs, CSOs do you collaborate or coordinate services with? (Who are your partners, other stakeholders?) Name these organizations and describe briefly the nature of the collaboration with them?

| Name of NGO/partner | Nature of Collaboration |
|---------------------|-------------------------|
|                     |                         |
|                     |                         |
|                     |                         |
|                     |                         |

11. How successful has this collaboration been? (on a scale of 1-10)

|     |   |   |   |   |   |   |   |   |      |
|-----|---|---|---|---|---|---|---|---|------|
| 1   | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10   |
| Low |   |   |   |   |   |   |   |   | High |

12. Has the Tamkeen project increased the interaction between CSO’s who deal with disability? If yes, to what degree?

|     |   |   |   |   |   |   |   |   |      |
|-----|---|---|---|---|---|---|---|---|------|
| 1   | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10   |
| Low |   |   |   |   |   |   |   |   | High |

13. Do you believe this collaboration is essential to the success of your program? Why?
14. What government organizations/institutions do you collaborate/coordinate with? For example, the Ministry of Health, the Ministry of Education, etc. What is the nature of the collaboration with them?

| Official Ministries/Organizations | Nature of Collaboration |
|-----------------------------------|-------------------------|
|                                   |                         |
|                                   |                         |
|                                   |                         |
|                                   |                         |

15. How successful has this collaboration been? (on a scale of 1-10)

|     |   |   |   |   |   |   |   |   |      |
|-----|---|---|---|---|---|---|---|---|------|
| 1   | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10   |
| Low |   |   |   |   |   |   |   |   | High |

16. Do you believe this collaboration is essential to the success of your program? Why?

17. Has the Tamkeen project increased interaction with government agencies that deal with disability? If yes, to what degree?

|     |   |   |   |   |   |   |   |   |      |
|-----|---|---|---|---|---|---|---|---|------|
| 1   | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10   |
| Low |   |   |   |   |   |   |   |   | High |

18. Are there CSOs or other organizations that advocate specifically for the disabled? Who are they? What do they do? Who do they advocate to?

### ***Dissemination of Information***

19. Do you disseminate information about your program? How? (If you distribute brochures or print a newsletter for example, how many do you print and who do you distribute them to?)

20. What is the purpose of this (or these) publications? (Probe: outreach?)

21. What do your publications aim to promote? (Probe: Do your publications aim to promote:

1. Democracy and democratic values
2. The rights of the disabled
3. More education about the rights of the disabled
4. Free exchange of information and experiences)

22. Just from your observation, has this dissemination been successful? If yes, give examples.

### ***Outcome Questions***

23. What has been the ONE major challenge (besides the political situations) that you have faced in implementing the Tamkeen grant? (criticism)
24. What has been the ONE most satisfying reward of implementing the Tamkeen grant? Best practices? Accomplishments?
25. Do you feel that your Tamkeen program has been successful? (scale 1-10).

|     |   |   |   |   |   |   |   |   |      |
|-----|---|---|---|---|---|---|---|---|------|
| 1   | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10   |
| Low |   |   |   |   |   |   |   |   | High |

25a. Describe this success.

26. If you had all the money in the world, no strings attached, what would you do differently? Would you expand? What would you do less of? How? Would you hire more staff? Would you provide services to different groups? ... etc.
27. What percentage of the work you do is dependent on Tamkeen funding? (please include percentage)
28. What will happen to this program when the Tamkeen grant is completed?
29. What changes have you experienced yourself as a result of having worked with Tamkeen? (Probe: are you more aware of D&G issues? Do you network more now than you used to in the past?)
30. What changes have you seen in your beneficiaries that you can attribute directly to the Tamkeen project? Describe, give examples. (Probe: Have they been able to participate more in their own program? Have they learned to be involved in decision-making?)

### **Policy Aspects**

31. Are there laws or regulations (or policies) that protect the rights of the disabled? What are these laws? What are these rights?
32. Has your program/you influenced policies of government organizations? How? (Probe: Have you/your program influenced them to:
  1. Improve conditions for the disabled?
  2. Reduce discrimination against them,
  3. Promote equal opportunities for them)

33. Have you had opportunity to advocate on behalf of your beneficiary to a higher organization for things like health insurance, schooling, payment of hearing aids, etc. Give examples.
33. Have you had opportunity to lobby for more funding/services to the disabled? Describe.
34. Has the emphasis on D&G in the Tamkeen project spilled over into other projects you have in your program? Describe.
35. Do you feel that the concepts of Tamkeen can be reproduced in other projects?
36. What recommendations do you have for Tamkeen to improve the program?